



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVENUE SW
FORT MCPHERSON GEORGIA 30330-1062

REPLY TO
ATTENTION OF

AFLG-PROM

30 July 1997

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Contracting Information Letter (CIL) 97-36, The
President's Welfare-to-Work Program

1. Attached for your information and appropriate action is a copy of:

a. SARD-PP memorandum dated 5 Jun 97, SAB (encl 1).

b. Secretary of Defense memorandum dated 5 Apr 97, subject: Department of Defense (DOD) Contractors and the President's Welfare-to-Work Initiative (encl 2).

c. DOD's plan for implementing the President's Initiative on Welfare-to-Work (encl 3).

2. On August 22, 1996, President Clinton signed into law "The Personal Responsibility and Work Opportunity Reconciliation Act of 1996" (P.L. 104-193). He also directed Federal agencies to hire people from the welfare rolls into suitable government jobs. The Department of Defense has developed a plan to comply with that directive. That plan includes a roll for our contractors by encouraging them to provide jobs for welfare recipients whenever possible. While there are no quotas or requirements (any effort undertaken by the contractor is voluntary), P.L. 104-193 has placed some prohibitions on such hiring which you and the contractors should be aware of. Such hires may not be made when any other individual is on layoff from the same or substantially equivalent job. The employer is forbidden from either firing regular employees, or otherwise involuntarily reducing their workforce in order to replace them with workers presently on the welfare rolls.

3. To encourage contractor participation, the Defense Department will recognize as allowable contracting costs the amounts that a government contractor spends on appropriate training to help develop newly hired welfare recipients into productive employees. The Acting Assistant Secretary of the Army (Research, Development and Acquisition) asked that you become familiar with DOD's implementation plan, meet with the major contractors supporting

AFLG-PROM

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your programs, and discuss voluntary actions that they might take to facilitate the success of the government's welfare-to-work efforts.

4. No further implementing guidance has been received. Some of the opportunities you might use to inform contractors of the program and the part they can play are Small Business forums, Lions and Rotary Club meetings, formal presentations to the business community, and letters. You are encouraged to explore other ways to advise contractors of this voluntary program.

5. Presently, there is no language to be added to solicitations and no reporting requirements. However, we anticipate that we will be asked to report on the progress of the program in the near future.

6. The POC for additional information on this topic is Ms. Brenda Good Miller, DSN 367-6224.



Encls
as

TONI M. GAINES
Chief Contracting Division, DCSL&R
Principal Assistant Responsible
for Contracting

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REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
RESEARCH DEVELOPMENT AND ACQUISITION
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

10 6 JUN 1997

SARD-PP

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: The President's Welfare-to-Work Program

As you know, President Clinton recently announced a "Welfare-to-Work" Initiative, which directs Federal agencies to hire people from the welfare rolls into suitable government jobs. This new program is an integral part of the Administration's commitment to "end welfare as we know it."

I am simultaneously writing to each of the Army's top twenty contractors (list and representative letter enclosed) to ask for their help in supporting the implementation of this initiative. The purpose of my memo to you is to ask for your support and direct involvement in promoting this program.

Specifically, I ask that you become familiar with DOD's implementation plan (also enclosed) and subsequently meet with the major contractors supporting your programs in order to discuss voluntary actions that they might take to facilitate the success of the government's welfare-to-work efforts.

You will note that in order to encourage participation, the Defense Department will recognize as allowable those reasonable and allowable contracting costs that a government contractor incurs for appropriate training to help make newly hired welfare recipients into productive employees.

I am convinced that defense contractors can play an important role in the success of this worthwhile program by providing jobs to welfare recipients. I am looking for your best efforts to help find a way for the Army acquisition community to make this new program work.

Kenneth J. Oscar
Acting Assistant Secretary of the Army
(Research, Development and Acquisition)

Enclosures

Encl 1





THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

10 5 APR 1997

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR OF ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Department of Defense Contractors and the President's Welfare-to-Work Initiative

As you know, one of President Clinton's highest priorities is the Welfare-to-Work Program. He has already directed Federal agencies to hire people from the welfare rolls into suitable government jobs, and the Department of Defense has developed the attached plan to meet that charge. Part of that plan speaks to the important role that defense contractors can play by providing jobs to welfare recipients, wherever possible.

① I plan to contact defense industry leaders to ask that their companies make every effort to hire welfare recipients for suitable positions. In turn, I request that you notify the contracting executives with whom you deal about the President's initiative and ask for their personal involvement in supporting it. I also ask that you convey to your acquisition workforce the importance of this initiative.

While participation in this program is important for the nation, any efforts undertaken by contractors are voluntary; there are no quotas or requirements. However, the Department will recognize as allowable contracting costs the amounts that contractors spend for appropriate training to help make newly hired welfare recipients become productive employees. Please make this last point widely known within your contracting workforce in case the question is raised by industry.

I would appreciate hearing about your efforts to enlist the defense industry's support for this important Presidential initiative.

Attachment

William S. Cohen

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WELFARE-TO-WORK PLAN: DEPARTMENT OF DEFENSE

The Department of Defense (DoD) is taking an active role in helping the Administration "end welfare as we know it." Through its Welfare-to-Work Program, DoD will build on the skills developed through years of managing such programs as Troops to Teachers, Junior ROTC, and Partnership in Education.

Numbers of Positions. DoD's organizational survey indicates that the defense community should be able to provide roughly 3,500 positions for hiring welfare recipients. Because openings cannot be restricted to welfare recipients, the total must be discounted to accommodate individuals with veterans' preference, spouse preference, and career transition priority. Doing so reduces the total to 2,900, one third of which will be in the civil service, a quarter in nonappropriated fund activities, and the balance with our contractors.

Types of Positions. The positions will be concentrated at the GS-1 and WG-1 and 2 levels, with the vast majority being full-time opportunities. Within the civil service positions, most will be General Schedule positions, while the nonappropriated fund positions will be primarily Wage Grade. Sample positions include office worker, general clerk, sales clerk, laborer, janitor, warehouse worker, food service worker, waiter, and recreation assistant. Positions will be available in all parts of the country.

Program Management. Because of its size, DoD is using a Senior Steering Committee to oversee the program's implementation. This includes representatives from the personnel, finance, legal, and acquisition communities. Each Military Department and Washington Headquarters Services (to cover other parts of DoD) will name a National Program Coordinator, as well as a recruitment and training coordinator for each state or census region.

Recruitment, Hiring, Support, and Marketing. DoD will use all appropriate and available authorities for hiring into the civil service, with an emphasis on the Worker-Trainee Program. The Department will rely on Federal Executive Boards to provide multi-agency coordination, and on the Department of Labor for its expertise in recruiting and preparing individuals for work. DoD will also use e-mail, the worldwide web, television, and print to reach key leaders, employees and their representatives, civilian personnel offices, and welfare recipients. The topic has already been introduced at the bi-monthly meeting of the Defense Partnership Council. An overall program manual, standardized job descriptions, orientation and mentoring resources, and other materials will be distributed across the Department to make the job easier at the local level.

Key Outreach. Setting the stage, Secretary Cohen is issuing a memorandum to all key civilian and military leaders explaining the program and requesting their active cooperation. He is also issuing a memorandum asking that the leadership involve all contracting officers and urge contractors to participate. To further that idea, he will be sending a personal request to individual leaders in the contractor community.

**IMPLEMENTING
THE PRESIDENT'S INITIATIVE ON
WELFARE TO WORK**



**THE DEPARTMENT OF DEFENSE
APRIL 1997**

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INTRODUCTION

Honoring his pledge to "end welfare as we know it," President Clinton last fall signed the historic welfare reform bill. Central to this legislation is the requirement for welfare recipients to find gainful employment. To that end, the President has urged private employers and directed Federal agencies to make special efforts to help welfare recipients enter the work world successfully.

The Department of Defense (DoD) is taking an active role in this effort. Through the collaboration of many Defense Components, the Department has prepared a plan to recruit welfare recipients to fill entry-level positions across the country, consistent with applicable laws and regulations. These will meet needs not only in the civil service but also in our nonappropriated fund activities, such as base exchanges and recreation facilities. In addition, we are encouraging our contractors to take similar actions.

This report outlines the overall plan, beginning with an overview of the Department. After identifying the numbers, types, and locations of positions to be included in the effort, the report describes our approach to recruitment, hiring, support, and marketing. It then summarizes program milestones and presents a timeline through the end of Fiscal Year 1998.

OVERVIEW OF THE DEPARTMENT OF DEFENSE

In *Joint Vision 2010*, the Chairman of the Joint Chiefs of Staff points out that America's enduring goals include:

- protecting the lives and safety of Americans both at home and abroad;
- maintaining the political freedom and national independence of the United States with its values, institutions, and territory intact; and
- providing for the well-being and prosperity of the nation and its people.

In support of these goals, DoD has 1.5 million members of the active duty Army, Navy, Marine Corps, and Air Force; another 1.7 million in the National Guard and Reserves; and over 800,000 civil servants. These, in turn, are supported by 150,000 employees working for nonappropriated fund activities, such as base exchanges and recreational facilities, and numerous employees of contractors in areas as diverse as maintenance, submarine design, and logistics. These numbers mean that DoD has some presence in every state and territory through personnel, installations, and prime contracts. It also is represented in countries around the world.

RESTRUCTURING WITHIN THE DEPARTMENT

Over the past decade, the Department has reduced its active duty ranks by over a third and its civil servants by 27 percent. While the military drawdown is essentially complete, the Department plans to eliminate another 90,000 civilian positions over the next five years. This planned drawdown constrains but does not curtail opportunities for additional employment, as DoD continues to hire some 20,000 civilian personnel a year to meet essential needs.

Several noteworthy changes have already occurred in the civilian drawdown:

- A third of the blue-collar positions have been eliminated.
- Half of the clerical positions have been eliminated.
- The occupational distribution is becoming noticeably more professional and technical.
- The average age and grade level have been increasing.
- Jobs have been increasing for people with advanced degrees but decreasing for others.

Some of the changes are permanent in that they are driven by technology; others reflect identification of inherently governmental responsibilities, as work is shifted from the civil service to contract employment. With its diverse elements, the welfare-to-work plan will help meet employment needs across all sectors.

COMMITMENT TO EMPLOYEES

DoD is deeply committed to its personnel. Over the past three years DoD has made major strides in improving the quality of life for its military personnel and their families. This initiative has focused on improvements in three areas: raising compensation, improving the quantity and quality of housing, and bolstering community and family support programs. Currently, for example, the Department is the largest provider of child care in the world, providing care to DoD families in nearly 400 locations worldwide.

DoD's commitment has also been demonstrated through its comprehensive transition programs for both military and civilians. These provide separation incentives, early retirement options, career counseling, job placement assistance, and a variety of related services. On the civilian side, these programs have helped the Department hold layoffs to less than a tenth of the reductions to date. They have also enabled DoD to maintain workforce diversity in terms of sex and race. Indeed, women and minorities have been able to increase their relative representation in higher-level positions over the past decade.

Providing the necessary support to its military members and civilian employees extends to activities preceding and following service in DoD as well as to efforts to strengthen communities as a whole. DoD's successes in these areas include the following:

Troops to Teachers. This innovative program helps separating service members and civilians to become certified and employed as teachers and teachers' aides. It is designed to improve the quality of public-school education by injecting the talent, skills, and experience of eligible personnel into schools serving a concentration of students from low-income families. In its first year the program placed more than 125 individuals in school districts across the country.

Partnership in Education Programs. Across the country, DoD has developed special relationships with elementary and secondary schools to provide students with tutoring, mentoring, training, coaching, drug awareness, and career guidance. At Hickam Air Force Base in Oahu, Hawaii, for example, several organizations participated in a career shadowing day for local intermediate schools to help students learn about the Federal workforce; and in Chicopee, Massachusetts, Air Force personnel participate in the School-to-Work program providing training for high school students to help them enter the Federal workforce. Further, the Department has approximately 90 partnerships with public schools in the National Capital Region, including one whereby the Office of the Secretary sponsors essay contests and other programs for its adopted school, John Tyler Elementary in Washington, D.C.

Partnerships in Vocational Rehabilitation. At the Stennis Space Center in Mississippi, the Naval Meteorology and Oceanography Command has contracted with the State Vocational Rehabilitation Office for clerical and other support help. The program's basic goal is to provide developmental opportunities to help prepare people for more permanent employment.

Junior ROTC. This high school program teaches citizenship and leadership, while instilling self-esteem, teamwork, and self-discipline. Established by Congress in 1916, the program was most recently modified by Congress in 1993 to expand eligibility. After the 1992 Los Angeles riots, General Colin Powell proposed a program expansion -- particularly in inner-cities -- as an alternative to drugs and gang membership. As a result, the number of units has grown from 1,600 to about 2,600 this school year, involving over 360,000 students nationwide. Through this program, the Services are investing more than \$10 million a year for at-risk youth, primarily in inner-city schools.

These and similar programs evidence considerable experience in reaching out to disadvantaged populations. Many of the contacts made through such efforts will provide an essential base for reaching out to welfare recipients, encouraging their participation, and providing the necessary skills and support services.

IDENTIFICATION OF POSITIONS

Welfare-to-work positions within the Defense community may be available in all of three concentric circles: the Department's civil service workforce, its nonappropriated fund activities, and the contractor environment. To identify options, senior staff in the civilian personnel, finance, acquisition, and legal areas first reviewed key program goals, hiring authorities, recruitment strategies, and model position descriptions. They then took the following steps:

- Civilian personnel officials in the Military Departments contacted major commands across the country for their best estimates of potential positions in both civil service and nonappropriated fund activities.
- Senior staff from Washington Headquarters Services and the Defense Logistics Agency contacted the other defense agencies and field and support activities.
- Officials from the Office of the Assistant Secretary of Defense (Force Management Policy) surveyed the remaining nonappropriated fund programs.
- Civilian personnel and acquisition officials reviewed data on contractors and met with procurement staff from other agencies.

In all cases, the team considered not only current openings but also projected needs, including positions that could be created or restructured to meet the needs of welfare recipients entering or re-entering the work world. As the following subsections describe, these efforts identified over 3,000 positions within the Defense community that can be made available.

APPROPRIATED FUND POSITIONS

As Table 1 illustrates, the initial surveys indicate that the Department of Defense should be able to provide 1,050 positions for the Welfare-to-Work program.

Table 1
DISTRIBUTION OF PLANNED WELFARE-TO-WORK OPPORTUNITIES
IN APPROPRIATED FUND POSITIONS, BY DoD COMPONENT

DoD Component	General Schedule	Wage Grade	Total
Army	173	39	212
Navy	76	42	118
Air Force	81	66	147
Other DoD	561	12	573
TOTAL	891	159	1,050

Just over half of the positions will be provided by "Other DoD," which includes everything outside the Military Departments. While the defense agencies and the field and support activities are the smallest of the Department's four Components, they are the elements most likely to be located in or near metropolitan areas, where welfare recipients are most numerous.

Eighty-five percent of the projected civil service vacancies are in General Schedule positions, primarily in clerical areas. The 15 percent in Wage Grade positions will fall mostly in the areas of laborer and maintenance worker.

For another perspective, Table 2 indicates the probable location of the vacancies by type and census region. (Appendix A lists the states in each region.)

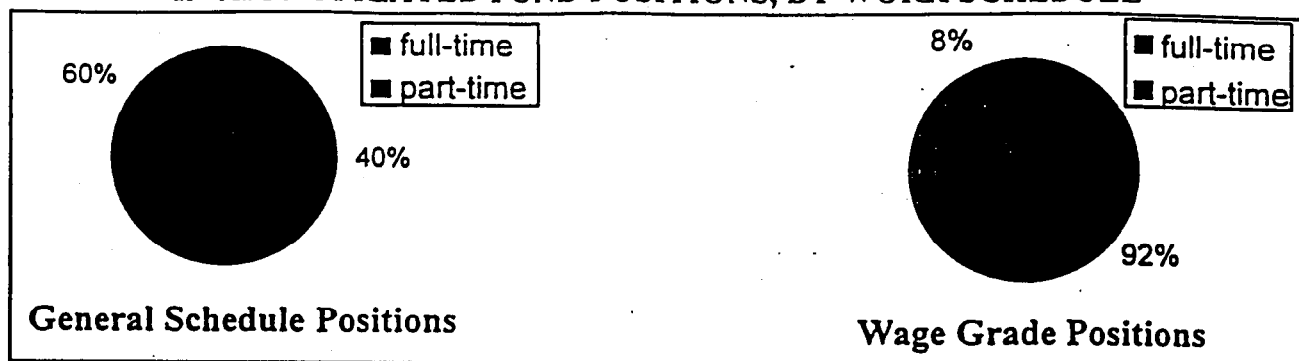
Table 2
DISTRIBUTION OF WELFARE-TO-WORK OPPORTUNITIES
IN APPROPRIATED FUND POSITIONS, BY CENSUS REGION

Census Regions	General Schedule	Wage Grade	Total
New England	16	35	51
Middle Atlantic	10	18	28
South Atlantic	72	36	93
East North Central	33	10	43
East South Central	21	0	21
West North Central	5	1	6
West South Central	20	5	25
Mountain	13	6	19
Pacific	43	24	67
Unknown	658	24	682
TOTAL	891	159	1,050

In the limited time available for the survey, the Department has been able to identify capacity but not yet the specific location for each opening. That level of detail will be available before the beginning of the summer. Nonetheless, the initial survey has already provided an estimate of the relative proportion of part-time and full-time positions among the openings:

Figure 1

**DISTRIBUTION OF WELFARE-TO-WORK OPPORTUNITIES
IN APPROPRIATED FUND POSITIONS, BY WORK SCHEDULE**



From an income perspective, it could arguably be preferable for all openings to be full-time. However, part-time openings may be better in some circumstances for permitting individuals to balance work with child care responsibilities.

Although the Department is committed to finding or developing 1,050 civil service openings for the Welfare-to-Work Program, it cannot guarantee that welfare recipients will be able to fill all of the positions. Requirements from several other constituencies must be honored simultaneously. First, the Department must honor the employment preferences required by law for both veterans and military spouses. In addition, there is a long-established hiring preference for DoD employees facing job loss through no fault of their own. For the past three decades, this Priority Placement Program has enabled DoD to retain its investment in human capital while enabling talented individuals to retain employment. It currently finds new positions for over 750 people a month. Last year, President Clinton expanded the concept to provide secondary preference to all Federal employees facing job loss.

To determine the probable impact of these requirements, the staff examined hiring records by type of position, grade level, and hiring preference. (Some background data appear at Appendix B.) Collectively, these suggested that approximately 10 percent of the General Schedule positions and 30 percent of the Wage Grade positions would be filled by individuals other than welfare recipients once they became available. The difference stems from the higher representation of preference-eligible veterans among those registered in the Priority Placement Program.

The following table shows that the Department expects welfare recipients to be able to fill 912 of these civil service positions, or about 87 percent of those identified.

Table 3

**DISTRIBUTION OF PROBABLE NET WELFARE-TO-WORK OPPORTUNITIES
IN APPROPRIATED FUND POSITIONS, AFTER ADJUSTMENT FOR PREFERENCES**

DoD Component	<u>General Schedule</u>			<u>Wage Grade</u>			Total Net
	Jobs	Discount*	Net	Jobs	Discount*	Net	
Army	173	17	156	39	12	27	183
Navy	76	8	68	42	13	29	97
Air Force	81	8	73	66	20	46	119
Other DoD	561	56	505	12	4	8	513
TOTAL	891	89	802	159	49	110	912

*This reflects the share of openings likely to be filled by individuals not on welfare but entitled to veterans' preference, spouse preference, or preference as a former employee.

NONAPPROPRIATED FUND POSITIONS

Supporting the Department's core operations are approximately 150,000 nonappropriated fund (NAF) positions at facilities nationwide. While some of these are found in every state, most are concentrated in Virginia, Texas, North Carolina, Georgia, New York, Hawaii, and California. They are located in military resale and morale, welfare, and recreation (MWR) activities such as post exchanges, military clubs, bowling alleys, and child care centers.

Unlike their civil service counterparts, NAF positions are not funded with Congressional appropriations of taxpayer dollars; instead, they are supported by funds generated through the MWR and resale activities. They differ as well in being unconstrained by civil service hiring rules. Table 4 summarizes the estimated openings in NAF positions.

Reversing the ratio among civil service positions, the NAF openings are predominately Wage Grade equivalents. The positions include laborer, janitor, warehouse worker, food service worker, waiter, bar helper, recreation assistant, general clerk, and sales clerk. Turnover in such positions has traditionally been much higher than for civil service positions, often reaching 200 percent a year. However, welfare recipients hired into the NAF positions will be given the same types of training as other newly hired employees, along with the special support described later.

Table 4
DISTRIBUTION OF PLANNED WELFARE-TO-WORK OPPORTUNITIES
IN NONAPPROPRIATED FUND ACTIVITIES, BY COMPONENT

DoD Component	General Schedule Equivalent	Wage Grade Equivalent	Total
Army	26	174	200
Navy	55	370	425
Air Force	19	126	145
Army & Air Force Exchange Service	24	161	185
TOTAL	124	831	955

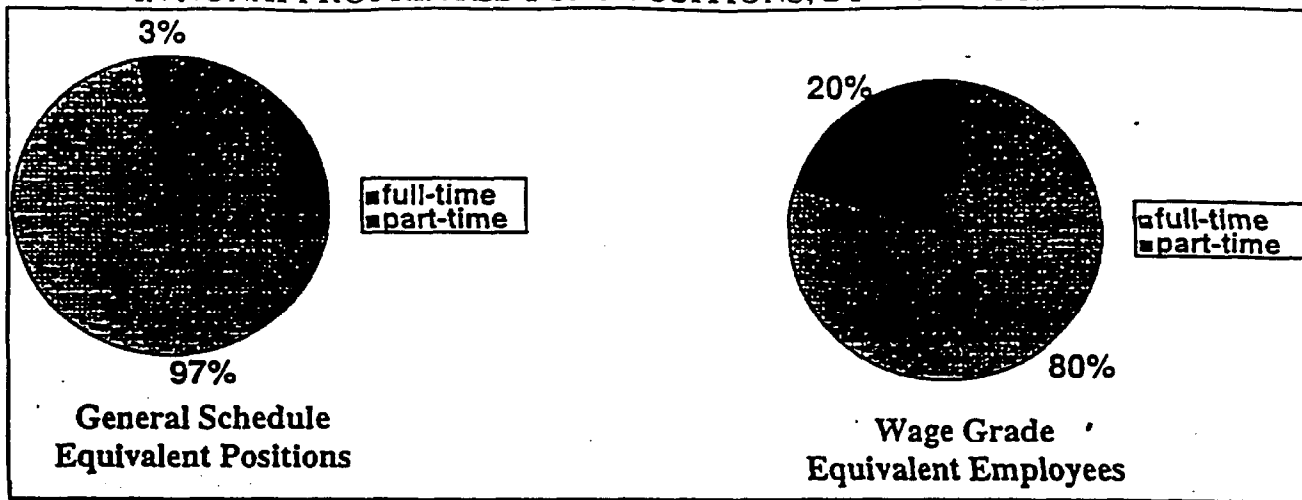
For many years, NAF employers have worked with state employment offices to find individuals to work in positions such as those identified above. However, entry-level pay, lack of benefits, and non-permanent employment have made it difficult for potential applicants to choose to leave the welfare rolls. Higher-level NAF jobs are frequently filled by military family members and by separated military members who have a hiring preference. Therefore, Table 5 reflects the discounting necessary for the projected openings.

Table 5
DISTRIBUTION OF PROBABLE NET WELFARE-TO-WORK OPPORTUNITIES
IN NONAPPROPRIATED FUND POSITIONS, AFTER PREFERENCE ADJUSTMENTS

DoD Component	GS Equivalent			WG Equivalent			Total Net
	Jobs	Discount*	Net	Jobs	Discount*	Net	
Army	26	3	23	174	52	122	145
Navy	55	6	49	370	111	259	308
Air Force	19	2	17	126	38	88	105
AAFES	24	2	22	161	48	113	135
TOTAL	124	13	111	831	249	582	693

The high percentage of Wage Grade equivalent positions here makes it likely that only 73 percent of the openings will be filled by welfare recipients. It is also noteworthy that the positions are more likely than their civil service counterpart to be part-time.

Figure 2
DISTRIBUTION OF WELFARE-TO-WORK OPPORTUNITIES
IN NONAPPROPRIATED FUND POSITIONS, BY WORK SCHEDULE



POSITIONS WITH CONTRACTORS

The Department of Defense relies heavily upon contractors for a wide range of goods and services. As partners in the defense economy, contractors provide items as diverse as airframes, missiles and space systems, ships, electronics and communications equipment, medical supplies, and services ranging from construction to food preparation to building maintenance. In Fiscal Year 1996, DoD spent approximately \$132 billion on contracts. Of this amount, \$119 billion went in contracts of more than \$25,000 each.

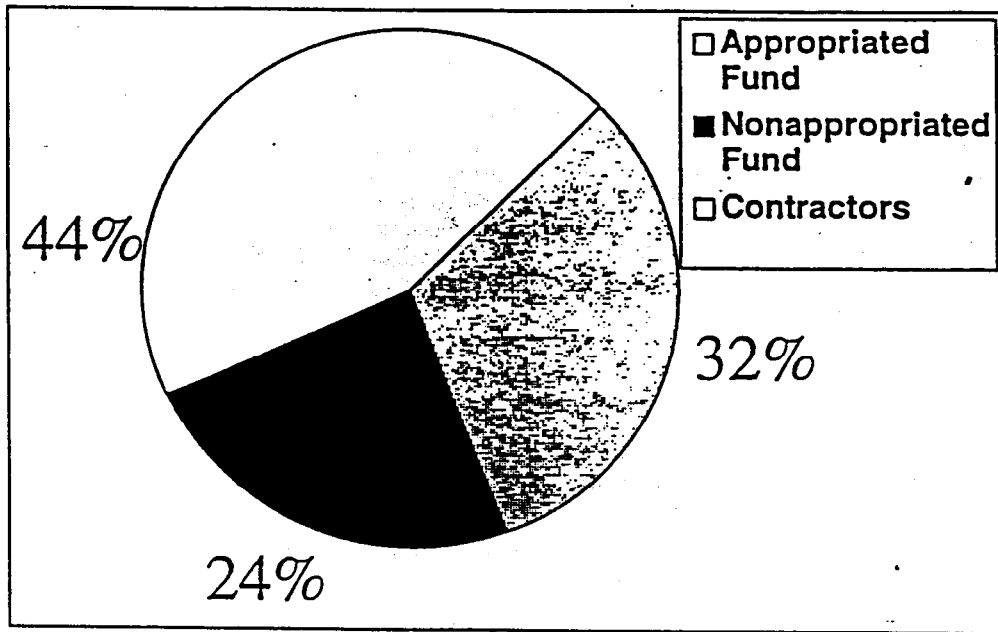
Determining the probable involvement of the contracting community in the Welfare-to-Work Program requires first that the universe be limited to the larger companies as they would have the maximum hiring flexibility. This means narrowing the universe to the 5,500 large prime contractors that collectively were awarded \$79 billion last year, which is about two-thirds of total DoD contracts in excess of \$25,000.

Assuming that an award of \$50 million would represent an employment base sufficiently large as to absorb one welfare recipient, the 5,500 large contractors should be able to hire 1,580 individuals. However, the previous sections illustrated how the civil service and nonappropriated fund estimates needed to be discounted because of the legal and regulatory preferences due to individuals outside the Welfare-to-Work Program. Applying a similar logic here (although the preferences differ in origin) would reduce the number to 1,264. It must be emphasized, though, that this estimate is not intended to establish a requirement or an incentive for contractors. Rather, the Department will encourage its contractors to support this vital initiative because of its inherent value.

TOTAL EMPLOYMENT

Combining the three major elements of the DoD community would yield 3,585 positions for welfare recipients. Discounting the numbers to accommodate people with legal and regulatory hiring rights would yield a net of 2,869 positions. As Figure 3 illustrates, a third of these would be civil service positions; a quarter would be in nonappropriated fund activities; and the balance would be located with contractors.

Figure 3



RECRUITMENT AND SELECTION

On its military side, recruitment is a central activity of the Department of Defense. While the civilian contingent does not have the same turnover, the Department nonetheless has also acquired considerable experience in recruitment and selection, generally on a decentralized basis. Of particular relevance to the Welfare-to-Work Program is the experience gained through such activities as the Federal Summer Employment Program, the Stay-in-School Program, and the activities described earlier.

Already, for example, DoD Components have begun recruiting for various summer employment openings. These offer high school, undergraduate, and graduate school students temporary summer positions in such roles as clerks, engineering assistants, and junior program analysts. Placement is based upon work experience and academic achievement. During the academic year, the Department offers work in an office environment to provide clerical and administrative skills to disadvantaged youth on a paid basis; participants are employed full-time during holiday periods and over the summer. It is quite possible that some of the individuals being recruited for these activities will qualify for the Welfare-to-Work Program as well.

To build on the Department's established expertise, a Senior Steering Committee will oversee implementation of the program as a whole. This group will include the Components' senior civilian personnel officials (the Civilian Personnel Policy Council) and representatives from the Comptroller's Office, the Office of the General Counsel, the Acquisition community, and the Office of the Assistant Secretary of Defense (Force Management Policy). Each Military Department and Washington Headquarters Services (to cover all other parts of DoD will name a National Program Coordinator, as well as a recruitment and training coordinator for each state or census region.

HIRING AUTHORITY

To assist local managers in recruitment and hiring, the Department has developed standardized position descriptions; more of these will be developed as the program matures. (See Appendix C.) Use of these uniform descriptions should also help welfare and employment agencies in screening and referring potential candidates. The Department also will issue guidance on a uniform training plan to ensure that all entry-level employees receive appropriate assistance.

Because no single appointing authority can capture all circumstances, DoD will use all available and appropriate mechanisms for hiring into the civil service. Options include permanent, temporary, and term appointments in the competitive service, as well as numerous excepted-service options. The primary vehicle will be the Worker-Trainee Program, although others listed below will be used as needed.

Worker-Trainee Program. Aimed at unskilled workers to be hired into GS-1 and WG 1 or 2 positions, this program provides promising individuals an opportunity to learn not only marketable skills but also good work habits. Participants receive benefits and are eligible for

within-grade increases as well as promotions. After three years of satisfactory performance, trainees are eligible for conversion to career appointments. In hiring, however, the hiring preferences mentioned earlier do apply.

Student Education Employment Program. This offers an excellent opportunity to reach out to those teenage mothers who are welfare recipients and are working to finish high school. Employment may be either part-time or full-time.

Veterans' Readjustment Appointment (VRA) Authority. VRA permits agencies to appoint certain veterans of the Armed Forces without open competition for either full-time or part-time positions up to the GS-11 level or its equivalent in other pay systems. DoD will continue to use VRA for-eligible veterans.

Special Appointment of Readers, Interpreters, and Personal Assistants. This authority provides opportunities for unskilled individuals to begin as personal assistants, receive training, and then become skilled interpreters or readers or be moved into trainee programs for further development in other occupations. Positions may be full-time, part-time, or intermittent.

COLLABORATION WITH OTHER AGENCIES

No Federal Department or Agency will be able to manage this program alone. Indeed, cross-agency collaboration will strengthen the entire effort as it permits the overall program to take advantage of each unit's special areas of expertise. DoD will therefore continue to work closely with the Office of Personnel Management, the National Performance Review, the Office of Management and Budget, and Department of Labor, and procurement officials from a variety of agencies. Other important examples of collaboration include the following:

Federal Executive Boards and Agencies. DoD will rely upon Federal Executive Boards (FEBs) and Federal Executive Agencies (FEAs) to provide the focus for multi-agency coordination of the welfare-to-work initiative. (A listing appears at Appendix D.) Under the direction of the Office of Personnel Management, the FEBs are chartered to improve communication and coordination among Federal activities. The FEAs are voluntary associations which exist in cities without FEBs but which perform similar functions. Relying on these entities will enable DoD to eliminate redundant contacts with state and local offices, thereby permitting its recruiting activities to concentrate on program implementation.

One-Stop Centers. Relatively recent innovations, these centers represent a collaboration between the Department of Labor and state and local governments to make recruitment, training, and hiring easier and more efficient. More than 125 of these centers exist in 33 states, and more are being developed. They all provide a single system for labor exchange, Job Training and Partnership Act (JTPA) programs, services for veterans, unemployment insurance, vocational rehabilitation, adult education, and help in moving individuals from welfare to work.

Labor -Related Programs Outside One-Stop Centers. Because One-Stop Centers do not exist everywhere, DoD's program coordinators will establish contacts with state governments to make it easier for local managers to acquire the help they need. Those contacts will include all of the following:

- **JTPA Services** -- These programs provide job training for economically disadvantaged adults and youth, dislocated workers, and others who face significant employment barriers. The program provides personnel offices with direct access to welfare recipients and to sources of training with experience in helping the welfare population.
- **Employment Service Offices** -- These help the unemployed locate positions and provide employers with referrals of welfare recipients with workforce skills. They also employ specialists in reaching veterans needing assistance.
- **Job Corps** -- This program provides a comprehensive array of training, education, and support services to disadvantaged youth, including placement. Because one criterion for admission is economic hardship, the program may include welfare recipients who could be recruited for the Welfare-to-Work Program.
- **Native American Programs** -- Sponsored by the Department of Labor, this effort provides job referrals, training, counseling, and other employment-related services to help jobless Native Americans prepare for and hold jobs.
- **Other Department of Labor Initiatives** -- DoD human resources offices will be encouraged to learn about these and other DoL programs from its website (<http://www.doleta.gov/ohr2w>).

Job Fairs -- Local managers will be encouraged to recruit through job fairs sponsored by state and local offices, schools, and special communities.

Information Services -- DoD will continue to post all of its vacancy announcements for this program through OPM's Federal Job Opportunities Bulletin. The Department will also make extensive use of its own Civilian Personnel Management Information Highway, as described in the Marketing Section, as well as the Web Interaction Network of Government Services (WINGS). The latter provides a variety of on-line services to governmental organizations, including employment information.

National Institute for the Severely Disabled. Because NISH participants are automatically eligible for welfare programs, the Department will encourage contracting officials to continue using NISH Workshops wherever possible.

TRAINING AND SUPPORT SERVICES

Even under the best of circumstances, moving from welfare to work presents major challenges. Each world has its own set of expectations, resources, rewards, and demands. This report has described DoD's commitment to creating and assigning jobs for welfare recipients. But finding jobs and recruiting applicants will not by themselves produce a successful program. Instead, the Department must develop mechanisms to acculturate new employees, provide workplace and skills training, and take steps to help them address the constraints that have kept them unemployed in the past.

On the military side, recruits receive orientation and basic training in groups. On the civilian side, matters are more complicated, because jobs become available individually. Seldom will a group be hired simultaneously. Therefore, the Department will develop orientation materials to be used at each hiring site, encourage a "train the trainer" approach within Components, adapt successful mentoring programs, and emphasize occupational training through an on-the-job approach. In large metropolitan areas, and particularly in nonappropriated fund positions, however, it may be possible to provide some orientation and workplace training in groups. To the extent that this approach can be used, it will be used in order to create an atmosphere of peer support.

WORKPLACE READINESS AND TRAINING

Orientation for Employees and Supervisors. DoD will modify its existing civilian orientation and training programs to incorporate certain features of the Department of Labor program for worker trainees as well as supervisors. DoD's basic orientation package for the Welfare-to-Work Program will contain the following elements:

- General orientation (including skills assessment, in-processing matters, and support services);
- Basic workplace skills (such as office skills, time management, communication, working in teams, and computer literacy);
- Transition skills (balancing personal and professional responsibilities); and
- Basic military awareness (such as the relationships between military and civilian life, the basics of military customs and standards, and security and emergency procedures).

A working group of the Civilian Personnel Policy Council will develop materials that the Component Welfare-to-Work Program Coordinators will distribute across the Department. These packages will include items readily adaptable to specific needs and appropriate for distribution to new employees as well as supervisors. The Department of the Navy and the Defense Accounting and Finance Service (DFAS) have developed frameworks for workplace readiness that should prove helpful in developing the necessary orientation materials.

To make managers and supervisors aware of the program, the Department will broadly distribute copies of the memorandum from the Secretary of Defense to the Department's key military and civilian leaders. Use of the Field Advisory Services network will permit sharing of

information with personnel offices. The Component Coordinators will take the lead in disseminating further details to major commands and local activities. In addition, each Component will designate a team to respond to inquiries from and provide assistance to individual supervisors and managers, particularly those acting as mentors.

Skills Training. Where readiness training addresses the *organizational* skills required to function in the Department, initial skills training focuses on the basic *occupational* skills required to perform tasks. This is the responsibility of the employing Component and of the supervisors at the worksite. Because nearly all of the positions will be entry-level ones, the skills training will tend to be accomplished on the job.

Continuing Education and Training. Welfare-to-Work participants will receive the same consideration as other employees at the same grade level for available opportunities for continuing education and training.

SUPPORT SERVICES

Support begins with the creation of a work environment that welcomes the new employee. Thus, the distribution of materials described above and in the Marketing section will help ensure that supervisors and fellow employees will treat each Welfare-to-Work participant as a valued addition to the staff. Other types of support include the following:

Mentoring. After placement and orientation, new employees are most likely to succeed if they have a source of continuing guidance and information. For Welfare-to-Work participants, these sources are most likely to be their immediate supervisors or the local program coordinators. Therefore, the Department will review its existing mentoring materials to identify those which can be readily adapted for use at the local level. The goal will be to test the materials with individuals hired during the summer employment program and then make necessary adaptations for use with the welfare recipients in the fall.

Readjustment and Follow-up Services. DoD has long relied on the Job Training Partnership Act (JTPA) program to provide readjustment services (including orientation, assessment, and career counseling) for surplus employees. Similar services are available for job applicants. Through the state employment offices, JTPA provides funding for direct training and training-related services such as work experience, vocational exploration, and some basic skills training before one begins work. JTPA also provides follow-up services such as counseling, transportation, health care, drug and alcohol abuse counseling and referral, individual and family counseling, child care and dependent care, meals, and other reasonable expenses required for participation in the training program. These follow-up services typically terminate three months after employment begins.

Child Care. Finding and affording child care can pose significant barriers to finding and keeping a job, particularly to the individuals receiving Temporary Assistance to Needy Families. On the positive side, the Department of Defense has a well-established childcare program.

particularly for military families. On the negative side, while the program serves some 166,000 children, the demand for childcare spaces already exceeds 299,000. Through the Office of the Deputy Assistant Secretary of Defense for Personnel Support, Families and Education, DoD has a goal of serving at least 65 percent of the need by 1998. The existing program cannot be expected to meet the needs of new employees from the welfare roles. However, the Department does hope to meet some of the additional need through referral to affordable childcare facilities. The General Services Administration is publishing additional guidance on the provision of childcare.

Fare Subsidies. As a rule, for reasons of both cost and equity, DoD does not provide fare subsidies. The President has asked the General Services Administration to explore the feasibility of offering fare subsidies to employees based on economic or related criteria, and GSA is awaiting an opinion from the Department of Justice. While this opinion will be incorporated into the DoD program, it is unlikely that the Department will subsidize transportation costs for program participants.

Earned Income Tax Credit. Information on this program for low-income workers will be provided routinely as a part of orientation. In addition, at least once a year, information about the program will be included in all employees' Leave and Earnings Statements.

MARKETING

Within the Department of Defense, marketing of the welfare-to-work concept began almost immediately after President Clinton sent his executive memorandum to the heads of Executive Departments and Agencies. The Office of the Deputy Assistant Secretary of Defense (Civilian Personnel Policy) prepared information papers for senior leadership in the Office of the Secretary of Defense (OSD), as well as the Military Departments and Defense Agencies. Cross-Component working groups quickly began meeting to explore options for implementation. In addition, frequent contacts with the Office of Personnel Management and other agencies brought current information to the Department. This section describes the constituencies that must be reached, the tools that are being developed, and the steps for implementation.

CONSTITUENCIES

Aside from the contacts necessary with other Federal agencies, the Department must reach five major constituencies: key leaders of the Defense community, employees and the organizations that represent them, civilian personnel offices, installation commanders, and welfare recipients.

Key Leaders. While information papers and meetings set the stage for the program, its inauguration calls for formal recognition by Secretary of Defense William Cohen. Therefore, he is distributing a memorandum to the Department's key military and civilian leaders enlisting their support. (See Appendix E.) A similar letter is being sent to DoD's 100 largest contractors.

citing our shared commitment to improving the nation's well-being and pointing out that necessary training costs for welfare recipients are allowable expenses. (See Appendix F.)

In addition, a briefing on the overall program is being developed by a cross-Component working group. Selected individuals in each Military Department and Defense Agency will be charged with providing this briefing to leaders in each Component.

Employees and Their Representatives. On March 19, DoD presented a brief overview of the program to members of the Defense Partnership Council (DPC), which includes representatives of seven unions with national consultation rights. A detailed review of the plan will be shared with the DPC Working Group in April, so that the Department can address concerns raised by the national unions. Staff will make a comprehensive presentation to the full Council in May. A similar presentation will be made to the Presidents' Roundtable, a group of senior DoD personnel officials and presidents of national unions and employee associations.

To inform all employees about the Earned Income Tax Credit, the Defense Finance and Accounting Service will add narrative to the Leave and Earnings Statement twice a year. This approach will ensure that all low-income employees are reached, not just those participating in the Welfare-to-Work Program. Those participants, however, will each receive EITC information when they join the staff.

The Department's American Forces Information Service will help provide information about the program to employees around the country by taping interviews with appropriate DoD officials. Articles in the Service Times publications will also serve as general news.

Civilian Personnel Offices. These offices will need to be intimately involved in all aspects of the program. To that end, the Deputy Assistant Secretary of Defense for Civilian Personnel Policy will issue implementing guidance after the plan has been approved. That Office will work with the Civilian Personnel Policy Council (the Department's senior personnel officials) to develop an operating manual for Department-wide distribution. This will include materials for distribution to local commanders, labor relations professionals, and local unions.

For continuing information, the Department will rely upon the electronic networks of the Field Advisory Services (FAS) of the Civilian Personnel Management Service. Fact sheets will be disseminated as a "FAS Alert" via e-mail and fax to advise the operating offices of program requirements and progress. In addition, FAS will provide information through its site on the Worldwide Web. The special interactive feature will permit ready feedback on the program's successes and problems.

Welfare Recipients. As described in the section on recruitment, the Department will work through Federal Executive Boards and Federal Executive Agencies to reach both State Welfare Offices and State Employment Security Offices. The Department will use these vehicles to distribute information about DoD's program as well as its job openings. In addition, DoD will continue to post all of its openings on the system sponsored by the Office of Personnel Management.

MARKETING TOOLS

The preceding section summarizes a number of tools which have been or are being developed to enhance awareness of the Welfare-to-Work Program. These include the following:

- Memorandum from the Secretary of Defense to key military and civilian leaders
- Letter from the Secretary of Defense to large Defense contractors
- Briefing package for Department and union leaders
- Supplement to Leave and Earnings Statements
- Taped interviews about the program
- Press releases and articles in the Service Times and allied publications
- Program Operating Manual for use by civilian personnel offices
- Electronic hotline via the Field Advisory Services system
- Basic fact sheets about the Department's program for use with a variety of audiences

The timeline presented in the next section indicates when each of these tools will be used.

MILESTONES FOR IMPLEMENTING THE WELFARE-TO-WORK PROGRAM IN THE DEPARTMENT OF DEFENSE

Action	Mar 97	Apr 97	May 97	Jun 97	Jul 97	Aug 97	Sep 97	1 st Qtr 98	2 nd Qtr 98	3 rd Qtr 98	4 th Qtr 98
<u>Development of Plan</u>											
• Brief Key Staff on Plan											
• Identify Existing Resources											
• Identify Needed Resources											
• Identify Initial Positions											
• Establish Federal Links											
• Complete Initial Plan											
• Refine Plan											
<u>Marketing</u>											
• Brief Key Managers											
• Issue SECDEF Letter to DoD											
• Issue SECDEF Letter to Contractors											
• Develop Program Guidelines and Operating Manual											
• Develop Recruitment Materials											
• Send Materials to Personnel Offices											
• Send Materials to Contracting Offices											

Action	Mar 97	Apr 97	May 97	Jun 97	Jul 97	Aug 97	Sep 97	1 st Qtr 98	2 nd Qtr 98	3 rd Qtr 98	4 th Qtr 98
<u>Marketing (continued)</u>											
• Send Materials to Contractors											
• Consult with National Unions											
• Issue Materials to Local Unions											
• Tape AFRTS Messages											
• Outreach to State Unemployment, Welfare Offices											
• Outreach to National Welfare Programs											
• Distribute EITC Information											
<u>Recruitment</u>											
• Develop Standard Job Descriptions											
• Develop DoD Orientation Information											
• Notify State-level Contacts											
• Recruit for Summer Hire Program											
• Expand Recruitment Efforts											
• Recruit, Select Candidates											
<u>Hiring and Orientation</u>											
• Design Orientation Program											
• Orient Supervisors											

Action	Mar 97	Apr 97	May 97	Jun 97	Jul 97	Aug 97	Sep 97	1 st Qtr 98	2 nd Qtr 98	3 rd Qtr 98	4 th Qtr 98
<u>Hiring and Orientation (continued)</u>											
• Interview and Select											
• Orient New Employees											
<u>Development and Retention</u>											
• Identify Training Resources											
• Provide Work Habits Training											
• Provide Skills Training											
• Develop Program Hotline											
• Identify Childcare Options											
• Provide Mentoring, Career Counseling											
<u>Evaluation</u>											
• Identify Tracking Mechanisms											
• Collect Feedback											
• Prepare Hiring, Retention Reports											
• Perform Quarterly Analysis of Hiring, Retention Data											
• Survey Services, Commanders											
• Conduct Annual Cost Assessment											
• Compile Success Stories											
• Modify Plan Based on Feedback and Analysis											

APPENDICES

- A. Listing of States by Census Regions
- B. Background Data on Employment
- C. Standardized Position Descriptions
- D. List of Coordinating Agencies, by State
- E. Memorandum from the Secretary of Defense to Key Civilian and Military Leaders
Announcing the Welfare-to-Work Program
- F. Materials from the Secretary of Defense Concerning the Participation of Defense
Contractors

APPENDICES

- A. Composition of Census Regions
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Contractors

APPENDIX A

Composition of Census Regions

New England

Maine
Connecticut
Massachusetts
New Hampshire
Rhode Island
Vermont

Middle Atlantic

New Jersey
New York
Pennsylvania

South Atlantic

Delaware
District of Columbia
Florida
Georgia
Maryland
North Carolina
South Carolina
Virginia
West Virginia

East North Central

Illinois
Indiana
Michigan
Ohio
Wisconsin

East South Central

Alabama
Kentucky
Mississippi
Tennessee

West North Central

Iowa
Kansas
Minnesota
Missouri
Nebraska
North Dakota
South Dakota

West South Central

Arkansas
Louisiana
Oklahoma
Texas

Mountain

Arizona
Colorado
Idaho
Montana
Nevada
New Mexico
Utah
Wyoming

Pacific

Alaska
California
Hawaii
Oregon
Washington

APPENDIX B

Employment in DoD Appropriated Fund Positions December 31, 1996

grade	full-time		part-time		total	
	permanent	temporary	permanent	temporary	permanent	temporary
GS-1	12	172	31	673	43	845
GS-2	274	406	91	735	365	1,141
GS-3	4,818	1,695	4,182	1,840	9,000	3,535
total GS-1 to -3	5,104	2,273	4,304	3,248	9,408	5,521
WG-1	221	340	56	200	277	540
WG-2	1,691	567	81	307	1,772	874
WG-3	1,032	432	23	55	1,055	487
total WG-1 to -3	2,944	1,339	160	562	3,104	1,901
total GS-1 to -3 and WG-1 to -3	8,048	3,612	4,464	3,810	12,512	7,422
						19,934

Source: Defense Manpower Data Center

DoD Accessions in Appropriated Fund Positions FY 1995 and FY 1996

FY 1995

grade	veterans' preference hires		other hires		total hires	
	permanent	temporary	permanent	temporary	permanent	temporary
GS-1	0	11	25	850	25	861
GS-2	6	46	92	966	98	1,012
GS-3	246	273	1,578	2,407	1,824	2,680
total GS-1 to -3	252	330	1,695	4,223	1,947	4,553
WG-1	26	61	10	447	36	508
WG-2	67	229	47	572	114	801
WG-3	24	242	44	317	68	559
total WG-1 to -3	117	532	101	1,336	218	1,868
total GS-1 to -3 and WG-1 to -3	369	862	1,796	5,559	2,165	6,421

FY 1996

grade	veterans' preference hires		other hires		total hires	
	permanent	temporary	permanent	temporary	permanent	temporary
GS-1	2	11	11	637	13	648
GS-2	11	24	57	818	68	842
GS-3	190	208	1,135	1,918	1,325	2,126
total GS-1 to -3	203	243	1,203	3,373	1,406	3,616
WG-1	39	11	105	329	144	340
WG-2	49	24	100	558	149	582
WG-3	26	208	42	181	68	389
total WG-1 to -3	114	243	247	1,068	361	1,311
total GS-1 to -3 and WG-1 to -3	317	486	1,450	4,441	1,767	4,927

Source: Defense Manpower Data Center

APPENDIX C

I. POSITION AND ORGANIZATION INFORMATION

Position: Clerk, GS-303-01

Purpose of Position:

The purpose of this position is to perform very simple, routine work in office, business, or fiscal operations and to provide training and experience for higher graded work.

Organization:

Organization goals:

II. MAJOR DUTIES

1. Performs simple, routine, or repetitive tasks or operations as instructed.
2. Picks up and delivers mail for the office. Distributes to employees as instructed. Delivers other correspondence to other offices.
3. Reproduces and assembles copies of correspondence as instructed.
4. Obtains office supplies from the supply room.
5. Answers the telephone and refers callers to appropriate personnel. Takes simple messages when requested. Relays simple information when no subject matter knowledge is involved.

III. FACTORS:

Factor 1. Knowledge, Skills, and Abilities (KSAs)

1. No job training or experience is required. No subject-matter knowledge is required beyond that included in two or three guides or instructions.
2. Ability to follow instructions for simple, routine, or repetitive tasks or operations that typically include step-by-step instructions.

Factor 2. Supervisory Controls: Supervisor provides specific instructions on the work to be accomplished. Employee has little or no choice in deciding what needs to be done, following exact procedures. Supervisor or higher graded employee are available to answer questions or provide information. Supervisor checks work in progress and upon completion for quantity, quality, and adherence to instructions.

Factor 3. Guidelines: Very few guides are applicable to the work. The guides and precedents used are detailed and specific to the work, are always available, and their applicability is obvious. Guides are often committed to memory. There is no requirement to deviate from them.

Factor 4. Complexity: Work is simple, routine, or repetitive, normally consisting of one or two clerical steps repeated in the same sequence. No significant discretion or judgment is involved in deciding what, when, or how to do the work. The work is quickly mastered.

Factor 5. Scope and Effect: The work involves the performance of specific, routine, operations that includes a few separate tasks. The work facilitates the work of others within the immediate office; it has little impact outside the immediate unit.

Factor 6. Personal Contacts: Personal contacts include employees within the immediate organization, office, project, or work unit, or related support units. Personal contacts may also involve members of the general public in highly structured situations; e.g., the purpose of the contact and the question of with whom to deal are relatively clear.

Factor 7. Purpose of Contacts: The purpose of the contacts is to obtain, clarify, or give general facts or information.

Factor 8. Physical Demands: The work is primarily sedentary. There may be some walking, standing, bending, carrying of light items, e.g., papers, books, etc.. No special physical demands are required to perform the work.

Factor 9. Work Environment: Work is performed in an office setting.

I. POSITION AND ORGANIZATION INFORMATION

Position: Laborer, WG-3502-01

Purpose of position:

The purpose of this position is to perform simple manual labor tasks involving the use of simple handtools, which require no training or experience.

Organization:

Organization goals:

II. MAJOR DUTIES

Performs one or a combination of the following simple, manual labor tasks:

1. Opens and unpacks cardboard cartons by hand, and removes contents.
2. Lifts and carries light- to medium-weight packages, materials, tools, etc., and places them where directed.
3. Uses a handtruck to move bulky but relatively light loads (e.g., dry laundry).
4. Picks up trash and paper from grounds and working areas; rakes leaves; pulls weeds; trims and waters grass; wipes dirt or grease from handtools; sprays pre-mixed weed and/or insect control solutions; spreads abrasives and/or chemicals on icy surfaces; shovels snow; or washes motor vehicles.

III. KNOWLEDGE, SKILLS, AND ABILITIES (KSAs)

1. Requires no job training or experience.
2. Ability to read and follow simple signs and instructions.
3. Basic understanding of cleaning, grounds maintenance, and lifting procedures.
4. Ability to work safely, lift and move light- to medium-weight objects.
5. Ability to use tools and equipment such as rakes, handtrucks, brushes, etc.

IV. FACTORS:

1. **Responsibility:** Supervisor provides specific instructions for tasks. Employee is not required to make decisions (except for simple choices). Employee is required to observe all safety, environmental, and security rules and to identify obvious hazards, malfunctioning equipment, damaged materials, and other situations that may affect work operations and report such matters to the supervisor. Supervisor frequently checks work in progress on many tasks. No continuing supervision is necessary for some tasks such as raking all grass clippings in an assigned area.

2. **Physical Effort:** Work frequently requires light to moderate physical effort. For example, lifts and carries light- to medium-weight objects (e.g., about 5 to 14 kilograms or 10-30 pounds); drags garden hoses or pushes wheelbarrows of mulch or dirt and carts requiring similar effort, occasionally lifting and carrying moderately heavy objects (e.g., up to about 45 pounds); and continually walks, bends, stoops, and reaches.

3. **Working Conditions:** Work may be indoors or outdoors. When working outdoors, employee is exposed to all kinds of weather conditions. Indoors, the employee often works in well-lighted, heated, and ventilated areas but may also be exposed to drafts, noise, dust, and dirt. May be required to stand for long periods on concrete floors. There is a chance of minor injuries (bruises, cuts, and scrapes).

APPENDIX D

LIST OF COORDINATING AGENCIES BY STATE

<u>State</u>	<u>Locations</u>	<u>Coordinating Agency</u>	<u>Point of Contact</u>
Alabama	Mobile	FEA - Coast Guard	Captain Phil Sanders (334) 441-6217
	Birmingham	FEA - IRM Field Office	Mr. Roy Swatzell (205) 290-7026
	Montgomery	FEA - VA Regional Office	Mr. Patrick Sweeney (334) 213-3401
Alaska	Juneau	FEA - US Postal Service	Mr. Jim Donaghey (907) 463-2082
	Anchorage	FEA - Dept of Veterans Affairs	Mr. Al M. Poteet, III (907) 257-5460
	Ketchikan	FEA	Captain Brain Peterman (907) 228-0210
Arizona	Phoenix	FEA - VA Medical Center	Mr. Paul H. West (602) 277--5551
	Tucson	FEA - US Marshalls Service	Mr. Enrique Perez (520) 620-7100
	Yuma	FEA - Yuma Proving Ground	Col. Richard R. Walker (602) 328-2163
Arkansas	Little Rock	FEA - VA Medical Center	Mr. George H. Gray, Jr. (501) 370-6601
	Fayetteville	FEA - National Park Service	Mr. Steve Adams (501) 451-8122
California	Los Angeles	FEB	Mr. Kurt Lindstrom (562) 980-3445
	San Francisco	FEB	Ms. Jacqueline Martinez (510) 637-1103
	Fresno	FEA - Dept of Labor	Mr. Steven L. Bragman (209) 445-5193
	El Centro	FEA - US Customs Service	Mr. Ruebin Carrasco (619) 357-7310

<u>State</u>	<u>Locations</u>	<u>Coordinating Agency</u>	<u>Point of Contact</u>
California	San Diego	FEA - VA Regional Office	Mr. Patrick R. Nappi (619) 680-4840
Colorado	Denver	FEB	Ms. Elizabeth Estill (303) 676-7009
	Fort Collins	FEA	Mr. Tim Horn (970) 493-1243
	Grand Junction	FEA - National Oceanic & Atmospheric Admin	Mr. Bob Jacobson (970) 243-0914
	Las Animas	FEA - Medical Center Library	Ms. Helen Scalzi (719) 384-3189
Connecticut	Hartford	FEA - National Guard	Mr. Roy Pinette (203) 524-4904
Florida	Miami	FEB	Mr. Bruce R. Thomas (305) 536-4344
Georgia	Atlanta	FEB	Ms. Carolyn Blum (404) 331-4400
	Savannah	FEA - US Fish and Wildlife Service	Mr. Mark Musaus (912) 652-4415
	Athens	FEA - Social Security Administration	Dr. Frank C. Greene (706) 546-3541
Hawaii	Honolulu	FEB	Captain John E. Tufts (808) 541-2657
Idaho	Idaho Falls	FEA - FBI	Ms. Carolyn Purnell (208) 238-0771
	Boise	FEA - Dept of Housing & Urban Development	Mr. Gary Gillespie (208) 334-1991
Illinois	Chicago	FEB	Mr. Kenneth P. Boehne (312) 353-6790
	Peoria	FEA - Fed Corrections Institution	Mr. David W. Helman (309) 346-8588
	Springfield	FEA - Risk Mgt Region Service Office	Ms. Catherine Malayer (217) 492-4186
Indiana	Cincinnati, OH	FEB	Ms. Joanne Brown (513) 684-2101
	Indianapolis	FEA - Dept of Labor	Ms. Connie Klipsch (317) 226-6795

<u>State</u>	<u>Locations</u>	<u>Coordinating Agency</u>	<u>Point of Contact</u>
Iowa	Des Moines	FEA - IRS	Ms. Becky Stadlman (515) 284-4542
	Sioux City	FEA - Senator Gressler's Office	Ms. Marliss DeJong (712) 233-1860
Kansas	Wichita	FEA - Dept of Veterans Affairs	Dr. Edward Huycke (316) 865-2221
Kentucky	Lexington	FEA - VA Medical Center	Mr. Wayne Pfeffer (606) 281-3902
	Louisville	FEA - VA Medical Center	Mr. Tom Poirier (502) 894-6911
Louisiana	New Orleans	FEB	Mr. Philip E. Holland (504) 862-2066
	Alexandria	FEA - Agricultural Stab Conservation Service	Mr. Donald Gohmert (318) 473-7751
Maine	Portland	FEA - INS	Mr. Eugene Fitzpatrick (207) 780-3399
	Augusta	FEA - Dept of Veterans Affairs	Mr. Gary Landry (207) 623-5746
Maryland	Baltimore	FEB	Mr. Dennis H. Smith (410) 962-4047
Massachusetts	Boston	FEB	Mr. Robert J. Dunfey (617) 565-6769
Michigan	Detroit	FEB	Mr. Dwight P. Dean (313) 226-3534
	East Lansing	FEA	Mr. Chris Linz (517) 377-1941
	Grand Rapids	FEA - US District Court	Mr. Ronald Weston (616) 456-2360
Minnesota	Twin Cities	FEB	Ms. Sharon Elliott (612) 725-3687
Mississippi	Jackson	FEA - US Forest Service	Mr. Kenneth R. Johnson (601) 965-5486
	Base St. Louis	FEA - Stennis Space Center	Mr. Roy S. Estess (601) 688-2121

<u>State</u>	<u>Locations</u>	<u>Coordinating Agency</u>	<u>Point of Contact</u>
Missouri	Kansas City	FEB	Mr. Glen Overton (913) 551-7100
	St. Louis	FEB	Ms. Karen Blum (314) 539-6312
Montana	Billings	FEA - Farm Service Agency	Mr. Robert Prohal (406) 657-6447
Nebraska	Omaha	FEA - Dept of Veterans Affairs	Mr. John J. Phillips (402) 449-0600
	Grand Island	FEA - NOAA	Mr. Steve Schurr (402) 462-2127
Nevada	Carson City	FEA - VA Medical Center	Mr. Gary Whitfield (702) 328-1263
	Las Vegas	FEA - Dept of Veterans Affairs	Mr. Ramon Reevey (702) 386-3100
New Hampshire	Manchester	FEA - VA Regional Office	Mr. Edward Hubbard (603) 666-7515
New Jersey	Newark	FEB	Mr. Matthew Magnone (201) 645-6217
New Mexico	Albuquerque	FEB	Mr. Augustine Casares (505) 262-6113
New York	Buffalo	FEB	Ms. Patricia Sasse (716) 551-5655
	New York, NY	FEB	Mr. Joseph Thompson (212) 264-1890
	Syracuse	FEA - Dept of Labor	Ms. Cathy Quinn (315) 448-0630
	Albany	FEA - Dept of Veterans Affairs	Mr. Fred Malphurs (518) 462-3311
North Carolina	Charlotte	FEA - USDA	Ms. Deborah Baker (704) 357-1275
	Asheville	FEA - VA Medical Center	Mr. James A. Christian (704) 298-7431
North Dakota	Grand Forks	FEA - Grand Forks AFB	Ms. Mary Jo Glitner (701) 747-4761
	Bismarck	FEA - USDA	Mr. Irwin Huff (701) 250-4210

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North Dakota	Fargo	FEA - Dept of Veteran Affairs	Ms. Marilyn Gundlach (701) 239-3703
Ohio	Cleveland	FEB	Mr. Donald J. Campbell (216) 433-9460
	Columbus	FEA	Mr. Robert Dunn (614) 469-4267
	Chillicothe	FEA - VA Medical Center	Mr. Michael Walton (614) 773-1141
	Dayton	FEA - Dept of Veterans Affairs	Mr. E. Thorsland, Jr. (513) 268-6511
Oklahoma	Oklahoma City	FEB	Mr. Ron Berryhill (405) 231-4167
	Tulsa	FEA - US Army Corps of Engineers	COL Timothy Sanford (918) 669-7201
Oregon	Portland	FEB	Mr. Joe Foster (503) 326-3010
	White City	FEA - VA Domicilliary	Ms. Elaine Lumsden (541) 826-2111
	Salem	FEA - Social Security Administration	Ms. Irene Marchbanks (503) 399-5930
Pennsylvania	Philadelphia	FEB	RADM Keith Lippert (215) 597-2766
	Pittsburgh	FEB	Ms. Patricia Sullivan (412) 644-6607
	New Cumberland	FEA - US Army Log Evaluation	Capt John Stephens (717) 790-3702
	Erie	FEA - Dept of Veterans Affairs	Mr. Stephen Lucas (814) 868-6210
Rhode Island	Providence	FEA - Naval Undersea Warfare Center	CAPT Stephen L Logue (401) 841-3344
South Carolina	Columbia	FEA - Small Business Administration	Mr. Elliott Cooper (803) 765-5339
	Charleston	FEA - NISE East	Mr. Don C. Bailey (803) 974-5000
South Dakota	Sioux Falls	FEA - US Geologic Survey	Mr. Ron Beck (605) 594-6551

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Tennessee	Memphis	FEA - DVA Medical Center	Mr. Kent Hill (901) 577-7201
	Nashville	FEA - HUD	Ms. Ginger Van Ness (615) 736--5213
Texas	Dallas - Fort Worth	FEB	Mr. George E. Killinger (214) 767-0766
	Houston	FEB	Mr. Milton Wilson, Jr. (713) 209-4524
	San Antonio	FEB	MG James S. Childress (210) 229-4520
	Amarillo	FEA - National Weather Service	Mr. Jose Garcia (806) 335-2911
	El Paso	FEA - FBI	Mr. John Johnavatte (915) 533-7451
	El Paso	FEA - INS	Mr. Kenneth Pasquarell (915) 540-1799
	Austin	FEA - VA Austin Automation Center	Mr. Thomas Melville (512) 326-6054
Utah	Salt Lake City	FEA - FBI	Ms Betty DeVoto (801) 579-4709
Vermont	South Burlington	FEA - INS	Mr. Roger Woods (802) 660-5052
Virginia	Richmond	FEA - HUD	Mr. William Miles (804) 278-4510
Washington	Seattle	FEB	Mr. Dennis E. Bschor (206) 546-6118
	Spokane	FEA - US Bankruptcy Court	Shannon O'Brien (509) 353-2404
	Yakima	FEA - Dept of Interior	Jan Rasmussen (509) 575-5851
	Walla Walla	FEA - US Army Corps of Engineers	COL Jim Weller (509) 527-7700
West Virginia	Fairmont	FEA - NASA	Mr. John Griggs (304) 367-8204
	Martinsburg	FEA - Social Security Administration	Ms. Kathleen Cole (304) 263-0353

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West Virginia	Beckley	FEA - Consolidated Farm Service	Mr. Robert Faulkner (304) 253-9597
Wisconsin	Milwaukee	FEA - Small Business Administration	Mr. Mike Kizer (414) 297-1094
Wyoming	Cheyenne	FEA -USDA	Mr. Richard Coulter (307) 772-2181
	Casper	FEA - GSA	Mr. Mike Owens (307) 261-6427

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SAMPLE LETTER FOR MAJOR CONTRACTORS

Mr. Top Executive
President and Chief Executive Officer
Defense Contracting Company
Street Address
City, State Zip

Dear Executive:

Honoring his pledge to "end welfare as we know it," President Clinton last fall signed the historic welfare reform bill. Central to this legislation is the requirement for welfare recipients to find gainful employment. Under the high-priority Welfare-to-Work Program, the President has already directed Federal Government agencies to make every effort to hire people from the welfare rolls into suitable government jobs. I believe that the defense industry also has an important role to play in bringing this initiative's promise of opportunity to fruition, namely by providing jobs to welfare recipients, wherever possible. Therefore, I urge you personally to ensure that your company is making every effort to hire welfare recipients into appropriate positions.

Your efforts in support of this Presidential initiative are voluntary. The Department, however, will recognize as allowable on its contracts your costs for appropriate training to help newly hired welfare recipients become productive employees. Together, we can take steps to help make the welfare-to-work transition a reality.

I would appreciate hearing about your company's efforts to support this important Presidential initiative.

Sincerely,